# Business Plan 2011-2014

*Equality, Equity and*

*Inclusion for All Women*

PROVINCIAL ADVISORY COUNCIL
ON THE STATUS OF
WOMEN
NEWFOUNDLAND & LABRADOR

**Provincial Advisory Council on the Status of Women**

15 Hallett Crescent, Suite 103
St. John's, NL A1B 4C4

Phone: ..... 709-753-7270
Toll-free: ..... 877-753-7270
Fax: ..... 709-753-2606
email: ..... *info@pacsw.ca*
web: ..... *www.pacsw.ca*

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## *MESSAGE from the President/CEO*

**April 1, 2011**

On behalf of the members of the Provincial Advisory Council on the Status of Women (PACSW), I am pleased to submit our Business Plan for 2011-2014.

This Business Plan was prepared by the Provincial Advisory Council on the Status of Women in accordance with the *Transparency and Accountability Act* provisions for a Category 2 Government entity. As such, our plan focuses on the processes necessary to advance the equality of women in Newfoundland and Labrador. It reflects the development of PACSW's three-year Business Plan commencing 2011.

The progress and achievements of this plan will be provided in each Annual Report, including an explanation of any variances which might occur during the year.

In preparing this plan, careful consideration was given to the strategic directions identified by the Minister Responsible for the Status of Women in Appendix A.

As President/CEO, my signature indicates that this plan was developed by the members of the Advisory Council and that we are accountable for achieving the identified goals and objectives.

Linda Ross

**Linda Ross, President/CEO**
Provincial Advisory Council on the Status of Women - NL

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# 1.0 Overview

The Provincial Advisory Council on the Status of Women was established in 1980 by the Government of the day and received legislative standing with the introduction of the *Status of Women Advisory Council Act*. It was created to advise Government on issues affecting the status of women as well as to raise awareness of women's issues within the general public. The Women's Policy Office is responsible for the *Status of Women Advisory Council Act*.

The eleven-member Advisory Council is appointed for three-year terms by the Lieutenant-Governor in Council. Appointments reflect the regional representation of women with diverse backgrounds and experience. The members are eligible for re-appointment. The Advisory Council is an arms-length, external agency which reports to the Minister Responsible for the Status of Women.

Current members were appointed for a three-year term in April 2009, which will end in March, 2012. There is provision in the governing act for members to be re-appointed. Five of the eleven Council members were re-appointed and are presently in their second term.

Members of the Advisory Council for 2011-2012 include:

Linda Ross, President/CEO
Carolyn Lavers, Vice-President, Port au Choix
Mary Pia Benuen, Sheshatshiu
Stephanie Flowers, Happy Valley-Goose Bay
Yamuna Kutty, St. John's
Michelle Murdoch, St. John's
Kelly Power, Paradise
Hilda Whelan, Whitbourne

- *three vacancies exist at the time of drafting of this plan*

Please see **Appendix B** for biographical information.

The President/CEO position is salaried and filled through an open competition and subsequent appointment. Council members other than the President/CEO are selected and appointed through an open nomination process. Selection criteria include representation from diverse women's populations and sectors, demonstrated leadership in working to advance the status of women and the ability to work on women's equality issues from a community, regional or provincial perspective.

All staff positions within the Advisory Council are currently filled by women. Four full-time staff conducts the day to day work: President/CEO, Research and Policy Analyst, Communications and Outreach Director and Executive Administrator.

The Advisory Council staff work closely with the Women's Policy Office, a branch of Executive Council. The mandate of the Women's Policy Office is to:

a) *develop and expedite Government policies and programs to enhance the social and economic status of women in the province and ensure that these are communicated to the public;*

b) *ensure that the impact on women of all legislation, policies and programs is brought to the attention of the Minister Responsible for the Status of Women, Cabinet, Cabinet Committees and departments;*

c) *monitor and review programs and other activities of government departments to ensure compliance and conformity with the government policy of improving the status of women;*

d) *liaise with provincial government departments and agencies, other governments and advisory councils and women's organizations on all issues affecting women.*

The Advisory Council also works with women, women's groups, community and other equality-seeking organizations which share an agenda to advance women's equality.

The Advisory Council is funded by the Provincial Government and has an operating budget of $462, 700 for the fiscal year 2011-2012. The office is located in St. John's, Newfoundland and Labrador.

## 2.0 Mandate

The mandate of the Provincial Advisory Council on the Status of Women is derived from Section 3 of the *Status of Women Advisory Council Act*, which states that the Advisory Council shall:

a) *Advise the minister on those matters relating to the status of women that the minister refers to the advisory council for consideration;*

b) *Advise the minister on those matters relating to the status of women that the advisory council feels appropriate;*

c) *Bring before the government and the public matters of interest and concern to women; and*

d) *Establish the general policies that will government the organization, administration and operation of the advisory council.*

## 3.0 Lines of Business

Lines of business are defined as those discrete and coherent sets of programs, services and/or products that represent what the Advisory Council provides to its external clients.

In keeping with the Advisory Council's legislated mandate, the following lines of business have been identified: (1) advising Government on issues affecting the status of women; (2) outreach and consultation; and (3) public education and awareness.

### 3.1 Advising Government on Issues Affecting the Status of Women

The Advisory Council provides advice and/or recommendations as requested by the Minister and other Government departments and agencies. On an ongoing basis, the Advisory Council is asked for recommendations on changes to, or the creation of, legislation, policies and practices affecting the status of women in Newfoundland and Labrador.

The work of the Advisory Council is centred on improving Government policies, programs, practices, services, legislation and budget allocations as a means to advance the equality of women in Newfoundland and Labrador. The Advisory Council also brings emerging issues and concerns to Government. It works with individual women, women's groups, community organizations and the Women's Policy Office to identify the issues and develop an analysis of problems and solutions.

Advisory Council members provide advice and recommendations to Government and advocate for systemic changes. Advice is generally provided through position papers, briefs and written recommendations. The Advisory Council identifies processes to move existing policy forward or to deal with gaps. It also engages in issue analysis, research and consultation. In addition, the Advisory Council participates on a variety of committees and working groups which provide information and recommendations related to advancing the status of women.

### 3.2 Outreach and Consultation

The Advisory Council provides outreach to equality-seeking organizations and to Government by responding to requests for workshops, presentations and speeches on women's experiences, feminist analysis and gender inclusive analysis. In addition, the Advisory Council proactively undertakes provincial outreach meeting with groups and making presentations in regions across the province.

When working on specific issues, the Advisory Council reaches out to stakeholders, clients and others for information and collaboration. It actively engages in networking and consultation with stakeholders throughout the Province, as well as undertakes research on specific issues.

Much of the Advisory Council's outreach work is done using communications tools such as email, phone, listserv, website and conference calls, however face to face meetings during visits to the provincial regions constitutes another communications vehicle. The Advisory Council hosts and participates in roundtable meetings; brings groups together to facilitate information exchanges; and participates in local, regional and national meetings and conferences. The Advisory Council further engages in outreach with women's equality-seeking groups through participation on boards and advisory committees, such as Women Interested in Successful Employment, the Women in Resource Development Committee and the Council of Marine Professional Associations.

### 3.3 Public Education and Awareness

The Advisory Council's third line of business is focused on providing public education and awareness on issues related to women's social, legal, economic, political and cultural equality.

The Advisory Council uses the media to provide information on the status of women, both proactively and reactively. This enables the Advisory Council to provide public feminist reaction and analysis on issues both negatively and positively affecting women's equality and inclusion.

In addition, the Advisory Council responds to requests for public presentations at conferences, workshops and events, providing a feminist analysis to a spectrum of social, legal, economic and political issues.

The Advisory Council creates and/or circulates information, briefs, reports and other documents related to the status of women.

## 4.0 Values

The values expressed in this plan reflect the governing values for the operation of the Advisory Council and the conduct of its staff and council members.

As an equality-seeking organization, the Advisory Council works from a feminist perspective to advocate for women's full and equal participation in all aspects of society. As the Advisory Council responds to the equality concerns of women in Newfoundland and Labrador, it works to include feminist values in all its processes, activities and initiatives.

**Commitment** Each individual applies feminist principles when asserting equality and challenging inequality, thereby affecting social and economic change.

**Dynamic** Each individual contributes to meeting the needs of the diverse women's community in response to the changing social and economic climate.

**Inclusiveness** Each individual works to ensure that all opinions and knowledge are considered so that the strength that exists in the collective voice of women is sustained and enriched by the diversity of women's perspectives.

**Evolving** Each individual continues to educate herself about women's inequality as a means of fulfilling her responsibility as a feminist leader in an ever changing environment.

**Respectful** Each individual contributes to the creation of a respectful environment that ensures women have a safe place to speak openly about inequities.

**Celebration** Each individual acknowledges both the challenges and the joys of working with and for women and celebrates our collective achievements.

**Collaborative** Each individual acknowledges the value of working with other individuals and groups to forward a shared agenda of advancing women's equality.

## 5.0 Primary Clients and Related Expectations

For the purpose of this plan, primary clients are defined as any person, group or organization served by or utilizing the programs, services and/or products offered by the Provincial Advisory Council on the Status of Women.

Within this context, the primary clients of the Advisory Council include: the Minister Responsible for the Status of Women, Women's Policy Office, other Government departments and agencies, equality-seeking women's and community organizations, women in the process of developing an understanding of feminism and equality and individuals within the general public seeking information or advocacy on issues related to the advancement of women.

The mandate and goals of the Advisory Council are achieved by working in partnership with the identified primary clients.

The Advisory Council is actively involved in Government initiatives and strategies such as the Justice Minister's Committee on Violence against Women and horizontal strategies addressing poverty reduction and violence against women.

In order to develop sound advice and recommendations, the Advisory Council works in collaboration with other women's organizations who share its mandate to advance women's equality, such as: Status of Women Councils/Women's Centres, Transition Houses and Shelters, Transition House Association of Newfoundland and Labrador, Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre, Multicultural Women's Organization of Newfoundland and Labrador, Regional Coordinating Committees against Violence, Women in Resource Development Committee, Women's Committee of the Newfoundland and Labrador Federation of Labour, Women Interested in Successful Employment and and the Coalition of Provincial & Territorial Advisory Councils on the Status of Women.

In addition to our primary clients, the Advisory Council works and/or partners with other coalitions, working groups and other equality-seeking organizations to advance the status of women.

## 6.0 Vision

The vision of the Provincial Advisory Council on the Status of Women is equality, equity and inclusion for women in Newfoundland and Labrador.

## 7.0 Mission Statement

The mission statement identifies the priority focus area of the Advisory Council for 2011-2017. It contains the measures and indicators that will assist both the Council and the public in monitoring and evaluating progress during the 2011-2014 planning cycle.

The mission statement also represents the Advisory Council's work to move forward on the strategic priority areas identified by the Minister Responsible for the Status of Women and complements the work of its internal government counterpart, the Women's Policy Office.

**Mission:** By March 31, 2017, the Provincial Advisory Council on the Status of Women will have enhanced its outreach and advisory services in priority areas related to advancing the status of women.

***Measure:*** Enhanced outreach and advisory services in priority areas relating to advancing the status of women

***Indicators:***

- Enhanced collection of information regarding economic, social, and cultural issues/barriers for women in communities throughout the province
- Provided advice to Government on advancing the economic status of women
- Provided advice to Government on reducing barriers for young women
- Collected information and provided advice to Government on ways to mitigate the anticipated social impacts of economic advancement
- Provided advice to Government on other priority policy areas.

## 8.0 Governance Issues

In consideration of Government's strategic directions, and the mandate of the Provincial Advisory Council on the Status of Women, the following priority areas have been identified by the council members.

## 8.1 Issue 1: Improving Justice Services for Women

Women's equality, be it legal, economic or social, is profoundly affected by the design and delivery of justice services, including matters of family law, domestic and sexual violence, correctional services and the court system. In keeping with its mandate to advise the Minister Responsible for the Status of Women, Government and the public on issues affecting the status of women, during 2011-2014, the Advisory Council has identified key justice issues related to advancing the status of women.

In October 2008, the Department of Justice released, "Out of the Darkness – Moving towards the Light", a review of the prison system in Newfoundland and Labrador. This was predated in June 2007 by "Alone among the Few", a report on facilities and supports for female offenders from Labrador. Both documents identify the varied and complex needs of many female inmates, such as mental health and addiction issues, cultural differences and location and availability of programs and supports in facilities for women.

Additionally, initiatives such as the Family Violence Intervention Court and the Violence Prevention Initiative highlight the importance of policies, programs and supports for women as victims, as well as offenders. Improving justice services for women underpins much of the work to end violence and advance women's equality.

Economic advancement brings with it social impacts, such as increasing sex trade activities, increased substance abuse, increased domestic violence and increased crime in general. Mitigation of these negative impacts, through education, policies and programs is essential to advancing the social and economic status of women.

**Goal 1:** By March 31 2014, the Provincial Advisory Council on the Status of Women will have gathered information and provided advice and/or recommendations to Government, so as to better inform policy-makers, to further women's equality within key areas of the justice system.

***Measure:*** Provision of advice and recommendations in key areas

***Indicators:*** Advice and recommendations pertaining to:

- Justice services for women with complex needs
- Justice services for Aboriginal women
- Justice services with respect to sexual and domestic violence
- Mitigation of negative social impacts of economic advancement

**Objective 1:** By March 31, 2012, Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to the provision of justice services for women with complex needs, Aboriginal women and services with respect to sexual and domestic violence

***Measure:*** Provision of advice and/or recommendations

***Indicators:*** Advice and recommendations submitted to Government pertaining to:

- Justice services for women with complex needs
- Justice services for Aboriginal women
- Justice services with respect to sexual and domestic violence
- Mitigation of social impacts of economic advancement

**Objective 2:** By March 31, 2013, the Provincial Advisory Council on the Status of Women will have gathered information and developed advice and/or recommendations in key areas related to justice services for women, including but not limited to, sexual assault courts, sex trade and human trafficking and correctional services.

**Objective 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have provided further advice and/or recommendations for emergent issues related to justice services for women.

## 8.2 Issue 2: Capacity Building for Historically Under-represented Groups of Women

In keeping with its mandate to advise the Minster Responsible for the Status of Women and Government on issues affecting the status of women, council members have identified contributions to ongoing strategic priorities, in particular those involved in enhancing the capacity of aboriginal women and other under-represented populations of women such as multicultural women, women with disabilities and women in rural and isolated areas.

Social and economic inequality, though experienced by women throughout our province, is most prevalent amongst aboriginal women, multicultural women, women with disabilities and women in rural and isolated areas. In line with Government's

continuing commitments to poverty reduction, through the Poverty Reduction Strategy, economic advancement through diversity plans and women's employment plans, reducing violence through dedicated initiatives, support to advancing women in leadership and the Inclusion of Persons with Disabilities, the Advisory Council will continue to contribute to the shaping of public policy in order to advance women's equality. Throughout this three-year planning cycle, the Advisory Council will develop advice and/or recommendations based on the analysis of women's diverse needs in the province and provide this to the Minister Responsible for the Status of Women and departments involved with addressing these issues.

These priority issues will contribute to the strategic directions of the Minister Responsible for the Status of Women related to reducing violence and increasing women's social and economic equality particularly for historically under-represented groups of women.

**Goal 2:** By March 31, 2014, so as to better inform policy-makers, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to advancing the social and economic equality of historically under-represented groups of women.

***Measure:*** Provision of advice and/or recommendations

***Indicators:*** Advice and recommendations to Government pertaining to:

- Poverty reduction
- Prevention of violence
- Leadership
- Inclusion

Amongst historically under-represented groups of women

**Objective 1:** By March 31, 2012, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to the prevention of violence, poverty reduction, economic advancement leadership and inclusion for women in historically under-represented groups.

***Measure:*** Provision of advice and or/recommendations

***Indicators:*** Advice and/or recommendations provided to Government pertaining to:

- Prevention of violence
- Reducing women's poverty
- Advancing leadership
- Inclusion

**Objective 2:** By March 31, 2013, the Provincial Advisory Council on the Status of Women will have gathered additional information and conducted analysis to further its advice and/or recommendations related to advancing social and economic equality for women in historically under-represented groups.

**Objective 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have furthered its advice and/or recommendations related to advancing social and economic equality for women in historically under-represented groups.

## 8.3 Issue 3: Advancing Women's Equality in Priority Areas

In keeping with its mandate to bring before Government and the public issues affecting the status of women, the Advisory Council has identified barriers to advancing women's economic and social equality as a strategic issue.

The increasing wage gap between women and men continues to be a critical issue in our province. In the fields of skilled trades and technology there are greater training and employment opportunities for women than ever. While more women are entering the skilled trades and traditionally male dominated fields, women will continue to have difficulty taking advantage of these well-paying employment opportunities unless they have access to supports for their families, such as child care and/or home care.

The majority of women owned businesses in our province tend to be in traditional sectors such as retail. The opportunities for women in business to engage with the rapidly growing, financially lucrative natural resource sector are significant and the need for strategies to remove barriers and facilitate women's participation in businesses in this sector is critical to their economic advancement.

Living in poverty remains a reality for many women in our province. Safe, affordable, accessible housing remains unattainable for many. Horizontal strategies to reduce poverty and increase accessibility of affordable housing continue to be important initiatives in addressing overall poverty. However, the need to focus on strategies to address poverty amongst particular marginalized groups of women is crucial. With our province's aging population, the need to address the economic situation of older

women who are living longer is a growing area of concern. Many women in this category have either very low pensions or no pension whatsoever, contributing to a growing population of women living in poverty.

These priority issues are in keeping with the strategic directions set forth by the Minister Responsible for the Status of Women. The advice and/or recommendations developed by the Advisory Council will contribute to advancing women's economic equality.

**Goal 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations to better inform policy-makers on issues related to advancing women's equality, including but not limited to supports for women entering and working in traditionally male dominated fields, supports for women owned non-traditional business and supports for populations of marginalized women.

***Measure:*** Provision of advice and/or recommendations.

***Indicators:*** Advice and/or recommendations provided to Government related to:

- Women in traditionally male dominated occupations and businesses
- Horizontal strategies such as poverty reduction strategy, housing strategy, equal pay and child care

**Objective 1:** By March 31, 2012, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to supports for women entering and working in traditionally male dominated fields, supports for women owned non-traditional business and supports for populations of marginalized women.

***Measure:*** Provision of advice and/or recommendations

***Indicators:*** Advice and/or recommendations provided to Government pertaining to:

- The provision of supports for women entering and working in non-traditional settings
- Strategies to support the development of women owned businesses
- Strategies to reduce poverty amongst groups of marginalized women

**Objective 2:** By March 31, 2013, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to women in the skilled trades, non-traditional businesses and emerging priority issues as identified by the Council.

**Objective 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have further made recommendations related to women in the skilled trades, non-traditional businesses and emerging priority issues as identified by the Council.

## 8.4 Issue 4: Advancing Women in Leadership

In keeping with its mandate to bring issues affecting the status of women to Government and the public, the Advisory Council has identified the strategic issue of advancing women in leadership as a priority.

Women continue to be under-represented in elected office at all levels of government. Further to this, women are under-represented in senior leadership and decision making positions within corporations and governments at all levels. Women remain in the minority on agencies, boards and commissions.

This priority issue is in keeping with the strategic directions set forth by the Minister Responsible for the Status of Women. The advice and/or recommendations developed by the Advisory Council will contribute to advancing women's social and economic equality.

**Goal 4:** By March 31, 2014, so as to better inform policy-makers, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to advancing women's equality through addressing barriers to women's representation in leadership and decision making positions.

***Measure:*** Provision of advice and/or recommendations

***Indicators:*** Advice and/or recommendations provided to Government related to:

- Women in leadership and decision making positions

**Objective 1:** By March 31, 2012, the Provincial Advisory Council on the Status of Women will have provided information on strategies to increase women's representation in leadership and decision making positions.

***Measure:*** Information provided

***Indicators:*** Information provided related to:

- Strategies to increase women's representation in leadership and decision making positions

**Objective 2:** By March 31, 2013, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to key areas of support for increasing women's representation in leadership and decision making positions.

**Objective 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have provided further advice and/or recommendations related to key areas of support for increasing women's representation in leadership and decision making positions.

## 8.5 Issue 5: Reducing Barriers for Young Women

In keeping with its mandate to bring issues affecting the status of women to Government and the public, the Advisory Council has identified the strategic issue of reducing barriers for young women as a priority.

Significant initiatives have been established to encourage young women to reach their greatest potential, through education, entering traditionally male dominated fields in trades and technology and developing businesses that support our province's growing natural resource sector. However, the impact of social and popular media, the hyper-sexualization of young women and girls and the social impacts of our new economic reality provide a growing challenge to our efforts to have young women reach their potential.

This priority issue is in keeping with the strategic directions set forth by the Minister Responsible for the Status of Women. The advice and/or recommendations developed by the Advisory Council will contribute to reducing barriers for young women.

**Goal 5:** By March 31, 2014, so as to better inform policy-makers, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to reducing barriers for young women.

***Measure:*** Provision of advice and/or recommendations

***Indicators:*** Advice and/or recommendations provided to Government related to:

- Reducing barriers for young women

**Objective 1:** By March 31, 2012, the Provincial Advisory Council on the Status of Women will have initiated information gathering related to the range of options for reducing barriers and providing supports for young women.

***Measure:*** Information gathered

***Indicators:*** Information on:

- Options for reducing barriers and providing supports for young women

**Objective 2:** By March 31, 2013, the Provincial Advisory Council on the Status of Women will have provided advice and/or recommendations related to reducing barriers and providing supports for young women.

**Objective 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have provided further advice and/or recommendations related to reducing barriers and providing supports for young women.

## 8.6 Issue 6: Public Awareness and Outreach

In keeping with its mandate to bring issues affecting the status of women to Government and the public, the Advisory Council has identified the strategic issue of public awareness and outreach as a priority.

By implementing a strategic approach to its public awareness and outreach activities, the Advisory Council will effectively contribute to the strategic directions of the Minister Responsible for the Status of Women by bringing attention to the roots of women's inequality and the importance of effective public policies which advance the status of women.

**Goal 6:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have undertaken province-wide public awareness and outreach initiatives to improve access to information and resources.

***Measure:*** Initiatives are undertaken to improve access

***Indicators:***
- Province-wide outreach is conducted
- Improved promotion of the role and services of the Advisory Council
- Education and outreach tools are expanded and/or improved

**Objective 1:** By March 31, 2012, the Provincial Advisory Council on the Status of Women will have begun provincial public awareness and outreach initiatives and improved communications tools.

***Measure:*** Outreach initiatives have begun and communication tools are improved

***Indicators:***
- Implementation of a strategic outreach plan has begun
- Outreach activity is conducted in three of the nine regions of the province
- Social media applications are explored
- List-serve and the Advisory Council webpage have been expanded
- Engagement with the media

**Objective 2:** By March 31, 2013, the Provincial Advisory Council on the Status of Women will have further implemented strategic outreach initiatives.

**Objective 3:** By March 31, 2014, the Provincial Advisory Council on the Status of Women will have continued the implementation of strategic outreach initiatives.

## APPENDIX A: Provincial Government Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one Government entity. These directions are normally communicated by Government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires all public bodies, such as the Provincial Advisory Council on the Status of Women, to take into account these strategic directions in the preparation of their performance-based plans. This will facilitate the integration of planning practices across Government and ensure that all entities are moving forward on key commitments.

Current Government directions related to advancing the status of women are Violence Prevention, Women in Leadership and Decision Making, Skilled Trades, Women's Earned Income and Employment, and Women's Economic and Social Equality. Each strategic direction has an outcome and a number of components or focus areas.

The overall mandate of the Advisory Council is to advise Government on all issues affecting the status of women. As such, it is anticipated the Advisory Council will address the components of the following broad Government strategic directions through the day-to-day work and planning processes in 2011-2014.

Title: Violence Prevention
Outcome: Reduced Violence

| Components of Strategic Direction | Applicable to Other Entities Reporting to the Minister | This Direction Addressed: | | |
|---|---|---|---|---|
| | | in the entity's business plan | in the entity's operational plan | in the branch/ divisional work plans of the entity |
| *Curb violence affecting Aboriginal women* | • | | | |
| *Continue to implement the Violence Prevention Initiative six-year plan, with its strategic priorities of: (i) increasing awareness and attitudinal change; (ii) increasing community participation; (iii) improving legislation, policy, programs, services, information and facilities; (iv) supporting Aboriginal women and children and addressing elder abuse; (v) enhancing research and development; (vi)improving leadership, coordination and accountability* | • | | | |
| *Improving Safe and Caring Schools Policy and procedures* | • | | | |
| *Promote respect and cultivate self esteem among students* | • | | | |
| *Support for Transition Houses where women in fear of their safety can find refuge* | • | | | |

Title: Women's Earned Income and Employment
Outcome: Reduced Gender Wage Gap

| Components of Strategic Direction | Applicable to Other Entities Reporting to the Minister | This Direction Addressed: | | |
|---|---|---|---|---|
| | | in the entity's business plan | in the entity's operational plan | in the branch/ divisional work plans of the entity |
| *Develop and implement a communications strategy to promote women in occupational areas including entrepreneurship where they are currently under-represented* | • | | | |
| *Continue to work collaboratively to increase the participation of women in skilled trades and professions in Newfoundland and Labrador* | | • | | |
| *A qualified skilled workforce to meet the provinces skilled labour demands with intervention in : a) implementation of the recommendations of the skilled task force report; b) post secondary programs; c) Women's participation; d) apprenticeship opportunities; e) youth participation* | • | | | |
| *Collaborate with industry partners and provide incentives so more graduates can work as apprentices* | • | | | |
| *Enforce employment equity requirements for Hibernia South and Hebron as well as the Lower Churchill project to enable women to advance in all sorts of non-traditional occupations, from engineering, to skilled trades, from law enforcement to corrections and in positions of leadership* | • | | | |

| Components of Strategic Direction | Applicable to Other Entities Reporting to the Minister | This Direction Addressed: | | |
|---|---|---|---|---|
| | | in the entity's business plan | in the entity's operational plan | in the branch/ divisional work plans of the entity |
| *$540 million dollars a year in labour and business income during the construction phase of the Lower Churchill Project with Innu and Labradorians having first priority for employment and Innu for business opportunities* | • | | | |
| *Iron Ore Company of Canada is continuing its half-billion dollar expansion and two new mines in northwest Labrador* | • | | | |

Title: Women's Economic and Social Equality
Outcome: Improve government's knowledge and analysis of policy impacts on women

| Components of Strategic Direction | Applicable to Other Entities Reporting to the Minister | This Direction Addressed: | | |
|---|---|---|---|---|
| | | in the entity's business plan | in the entity's operational plan | in the branch/ divisional work plans of the entity |
| *develop strategies to enhance individual departments' participation in advancing the status of women* | • | | | |
| *explore innovative ways to ensure women share more equitably in social and economic benefits* | | • | | |
| *increase Women's Centre funding by 5% a year* | • | | | |

| Components of Strategic Direction | Applicable to Other Entities Reporting to the Minister | This Direction Addressed: | | |
|---|---|---|---|---|
| | | in the entity's business plan | in the entity's operational plan | in the branch/ divisional work plans of the entity |
| *help Aboriginal women become empowered to influence public policy, programs and legislation in ways that will improve the quality of their lives* | | • | | |
| *moving forward to develop a comprehensive child care strategy for NL so more families will have opportunities to make balanced choices* | • | | | |
| *unveil and put in action a strategy for the Inclusion of Persons with Disabilities* | • | | | |
| *further investments to make affordable housing even more accessible to many* | • | | | |
| *government will continue through the Northern Strategic Plan for Labrador to open up new economic opportunities while ensuring the social and infrastructure needs of the region receive priority attention* | • | | | |

Title: Women in Leadership and Decision Making
Outcome: Increase women's participation in leadership and decision making positions

| Components of Strategic Direction | Applicable to Other Entities Reporting to the Minister | This Direction Addressed: | | |
|---|---|---|---|---|
| | | in the entity's business plan | in the entity's operational plan | in the branch/ divisional work plans of the entity |
| *promote and support women in standing for elected office* | | • | | |
| *identify and address barriers to representation by women in elected positions* | • | | | |
| *develop and implement a communication strategy to encourage women's participation in leadership and decision making positions* | • | | | |

## APPENDIX B: Advisory Council Member Biographies

**Linda Ross**, President/CEO, holds an Honours B.Sc. in Biology from the University of Waterloo. She has held the position of President/CEO of the Provincial Advisory Council on the Status of Women, Newfoundland and Labrador since May 2009. Previous to this, Linda spent 24 years working in the field of international development focusing on the area of gender and development with particular emphasis on the social and economic exclusion of women. Her work has involved travel in Central and South America, Africa and Asia. Linda has extensive experience in gender based analysis and been involved in the development of organizational gender action plans. She has a history of leadership and experience in dealing with issues that affect women on a local and global scale. Linda has and continues to be actively engaged on the Boards of Directors of numerous community based organizations. Linda resides with her family in St. John's.

**Carolyn Lavers, Vice President** is an Economic Development Officer with the provincial Department of Innovation Trade and Rural Development in Port au Choix. She is a small business entrepreneur and worked with the former Women's Enterprise Bureau. Carolyn has served on the boards of several local business development boards and other community agencies. She is also deeply concerned about issues related to violence, rural child care solutions, women's employment and women in leadership. She brings great dedication and insight to our work. Carolyn lives in Port au Choix.

**Mary Pia Benuen** was born and raised in Sheshatshiu, Labrador. Through hard work and many sacrifices, Mary Pia was the first Innu woman to become a nurse. She is a true community leader, involved in health promotion, facilitating workshops, and community research. She sits on a number of community advisory groups. Mary Pia volunteers with the Family Resource Centre and is always willing to go that "extra mile" with families who are experiencing hardships, including providing emotional support when suicide or death occur. Mary Pia and her beautiful daughter live in Sheshatshiu.

**Stephanie Flowers** is an Aboriginal woman originally from the community of Rigolet, on the north coast of Labrador. She obtained her bachelor's degree in Psychology from Saint Mary's University in 2005. Currently she is working as a Project Coordinator with the Mokami Status of Women Council, but has also worked with the Canadian Paraplegic Association as an Employment Counsellor. Stephanie was a board member for 5 years with Lake Melville Community Employment, an organization supporting individuals with developmental delays to obtain and maintain meaningful employment. She is deeply passionate about working with women and would like to expand her education and advocacy into maternal health. She currently resides with her family in Happy Valley.

**Yamuna Kutty** is the President of the Multicultural Women's Organization of Newfoundland and Labrador. She has also served on the St. John's Status of Women Council, the National Action Committee on the Status of Women, and the National Organization of Immigrant and Visible Minority Women of Canada. Yamuna is involved with numerous projects and initiatives. She brings critical perspectives about lives of immigrant and refugee women to our work, along with a warm and caring heart. She has an extremely busy volunteer schedule. Yamuna and her family live in St. John's.

**Michelle Murdoch** is a determined feminist with a disability. She is a past Chair of the Independent Living Resource Centre (ILRC), a cross-disability service organization. Michelle earned her Master's in Women's Studies from Memorial University. As part of her program, she completed a participatory action research project about women with disabilities and employment. Her interests extend across a broad range of social justice issues, including poverty, employment and education. She is keenly analytical and always ready to ask the important questions. Michelle and her family live in St. John's.

**Kelly Power** is currently the director of the Carpenter Millwrights' College in Paradise. She has actively promoted skilled trades to women and encouraged partnerships with organizations to attract women to the construction industry. Kelly is very passionate about ensuring the success of female apprentices and works closely with them to help mediate barriers in training and employment. Kelly has been involved with the Federation of Labour, Education Committee and with the Department of Innovation, Trade and Rural Development, Strategic Partnership Innovation Committee. Kelly is originally from Hermitage and currently lives with her family in Paradise.

**Hilda Whelan** was recently involved in fighting for women's rights in a case involving surviving spouses and the Worker's Health and Safety Compensation Commission. Hilda solely represented and fought for all widows involved in the case for fifteen years, winning an important victory for women's equality. She is a strong advocate, concerned about a wide variety of issues affecting women, including violence and access to child care. Hilda brings the realities of rural women to the work of the Advisory Council. She is determined to continue to make a difference. Hilda and her family live in Whitbourne.

Equity, Equality and
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PROVINCIAL ADVISORY COUNCIL
ON THE STATUS OF
WOMEN
NEWFOUNDLAND & LABRADOR

15 Hallett Crescent, Suite 103
St. John's, NL A1B 4C4
Phone: ..... 709-753-7270
Toll-free:..... 877-753-7270
Fax: ..... 709-753-2606
email: .....*info@pacsw.ca*
web:..... *www.pacsw.ca*

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